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ERA PROCEDURES

PROCEDURES  
FOR PLANNING THE ANNUAL RESEARCH PROGRAM  
OF THE ECONOMIC RESEARCH AREA OF ORR

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CENTRAL INTELLIGENCE AGENCY

Office of Research and Reports

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PROCEDURES  
FOR PLANNING THE ANNUAL RESEARCH PROGRAM  
OF THE ECONOMIC RESEARCH AREA OF ORR

The procedures outlined in the following paragraphs govern the planning of the annual research program for the Economic Research Area (ERA) of the Office of Research and Reports (ORR). The drafting of the annual research program, to be accomplished between February and June of each year, will proceed as follows:

1. In preparation for the drafting of the annual research program, the Chief of the Economic Research Area (Ch/E) will convene the Division and Branch chiefs to achieve consensus on the general research objectives that will guide the planning and carrying out of research by the ERA during the next fiscal year.

2. The Planning and Review Staff (St/PR) will send to all ERA Divisions and Branches a schedule setting forth the dates by which the various steps in drafting the program are to be completed. At the same time, St/PR also will distribute a list of area-wide and other direct support projects (contributions) that will be scheduled during the new fiscal year. The list will be drawn up on the basis of schedules for National Intelligence Estimates (NIE's) and National Intelligence Surveys (NIS's), a review of current and anticipated commitments to other consumers, and discussions with the Division and Branch Chiefs concerned. This list will represent the best judgment of the ERA concerning the probable requirements for direct support in the form of contributions.

3. Each Division Chief, after consultation with his Branch Chiefs, will draw up suggestions for self-initiated, area-wide projects to be undertaken during the new fiscal year, taking account of known plans for NIE's and NIS's and projects being carried over from the current fiscal year. These proposals will be submitted to the Ch/E, with copies to all other Division Chiefs. Individual analysts are encouraged to submit ideas for such area-wide research projects. In addition to a discussion of the proposed project, the submission for each project will include a list of participating Branches, an approximation of the man-hours required for each Branch, and the proposed due dates. The Ch/E,

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in consultation with the Division Chiefs, will determine the projects to be undertaken.

4. St/PR will distribute a list of any new area-wide projects that are agreed on, together with a list of any area-wide projects currently in process that will not be completed during the current fiscal year.

5. On receipt of these lists, each Branch Chief will determine the approximate number of man-hours remaining available for research and, in consultation with his analysts, will prepare proposals for self-initiated non-area-wide projects within the limits of the remaining time. After obtaining approval for such projects from the Division Chief, each Branch will prepare its complete program for the new fiscal year and will submit to St/PR through the Division Chief an original copy and two carbon copies in the form outlined in the Attachment. Branch Chiefs may call on St/PR for advice and assistance as needed in the preparation of their programs.

6. In programing self-initiated projects, Branch and Division Chiefs should use the most recent Priority National Intelligence Objectives, DCID No. 1/3. In order to avoid duplication of research, the latest EIC Survey Listing of Internal and External Economic Research Projects on the Sino-Soviet Bloc and on Selected Non-Bloc Areas, SECRET/NO FOREIGN DISSEM, and the latest Department of State quarterly inventory Government-Sponsored Research on Foreign Areas, SECRET/NO FOREIGN DISSEM, also should be consulted.

7. The Ch/E will meet with representatives of the Branches and Divisions to discuss the proposed program. The programs of individual Branches will be revised, if necessary, and resubmitted to St/PR.

8. St/PR will consolidate the programs of individual Branches into a draft program for the ERA. This draft will be submitted to the Assistant Director, Research and Reports (AD/RR), for review and approval and for coordination with other components of CIA.

9. After coordination and final review, the draft program will be sent to St/P, which will be responsible for insuring its publication by the beginning of the new fiscal year. Because the original research program is published for CIA INTERNAL USE ONLY, St/PR will prepare another version for dissemination outside CIA.

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ATTACHMENT

FORMAT FOR SUBMISSION OF ANNUAL RESEARCH PROGRAMS  
BY ERA BRANCHES

In order to facilitate review and final publication, each Branch of ERA will submit on letter-size paper one original and two carbon copies of its program in the form and order indicated below:

1. Cover sheet, to include the name of the Branch and the Division and the date of submission.
2. List of the names of professional personnel in the Branch, together with the project assignments proposed for each analyst in the new fiscal year.
3. Table (Table 1) showing the estimated distribution of available man-hours for the Branch, by type of activity, as follows:

Table 1

<u>Type of Activity</u>	<u>Man-Hours</u>	
	<u>Number</u>	<u>Percent</u>
Total	a/	100
Project research		
Consultation and support		
Developmental research		
Professional development		
All other		

a. Number of analysts (including Branch Chief and Intelligence Assistant) expected to be on duty, multiplied by 2,000.

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4. Table (Table 2) showing the estimated distribution of man-hours available for project research, by type of project, as follows:

Table 2

		Man-Hours
Type of Project	Number	Percent
Total	a/	100
Direct support projects b/		
Indirect support projects c/		
Allowance for carryover and unanticipated requirements d/		

- a. Total man-hours available for project research (from Table 1).
- b. Including manuscript contributions to NIE's and NIS's and also projects undertaken for other consumers as indicated in the list of direct support projects to be prepared by St/PR and sent to each Branch.
- c. With reference to all other projects scheduled by the Branch including Branch-initiated projects and area-wide self-initiated projects to which the Branch will contribute.
- d. With reference to the number of hours required for final review and checking of reports which will be submitted to the Ch/E before the end of the current fiscal year but which will not be published until the next fiscal year, plus an allowance for unanticipated requirements.

5. List of scheduled direct support projects and area-wide self-initiated projects to which the Branch will contribute, listed in the order given in the list prepared by St/PR and furnished to each Branch. The list should be drawn up as follows:

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<u>Project Number</u>	<u>Full Title</u>	<u>Man-Hours</u>	<u>Due Date</u>
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a. Direct Support Projects

- (1) National Intelligence Estimates
- (2) National Intelligence Surveys
- (3) Other contributions

b. Indirect support

6. List of currently scheduled Branch projects with due dates (either present or proposed) in the next fiscal year. For each such project, give the project number, title, and man-hours required in the new fiscal year, the due date, and a précis written in a form suitable for insertion in the published program. The style of the précis should conform to that used in the published research program of ERA for the current fiscal year.

7. List of proposed new Branch projects, each project to be listed on a separate page in the following format:

Title:

Intelligence Problem:

Write one or two paragraphs indicating the problem and giving background information sufficient to provide the reviewer with an understanding of the rationale for the proposed project.

Principal Consumer: (where appropriate)

Type of Report: (ER, EM, A. ERA, other)

Man-Hours: (to be spent in the new fiscal year)

Due Date: (to St/PR)

Analyst:

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Preliminary Outline:

Précis: (in the style suitable for insertion in  
the final published program)

8. An asterisk should be placed after the title of those Branch projects described in 6 and 7, above, which are not to be included in the version of the ERA Research Program that is disseminated outside CIA.

9. List of currently scheduled Branch projects that the Branch expects to complete and forward to St/PR by the end of the current fiscal year. For each such project, give the project number, title, and expected due date to St/PR.

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